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10 May 1957

MEMORANDUM FOR THE RECORD

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SUBJECT: Interview with [REDACTED] Organization & Methods Staff (DD/S Area), Management Staff.

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1. On 10 May 1957 I interviewed [REDACTED] who is the senior member of the Organization & Methods Staff working in the DD/S Area. I was keenly disappointed in his ability to discuss any significant accomplishments by his group. He alluded to a "work measurement study" which they had done in the Office of the Comptroller, but I was not impressed that it was a very good project. He also said that they had done a "work burden study" on small field stations. While I have not seen it, I am of the opinion that nothing very much was accomplished by this effort. He was also most inadequate in trying to relate to me any significant projects in the DD/S area which are now being undertaken. In short, I was most disappointed in the impression which he made and seriously question his qualifications as the Chief of an O&M team. He said that [REDACTED] and [REDACTED] were the other members of his Staff working on the DD/S side of the house and that he respected all of them as being good men but recognized that [REDACTED] was a little old and that some allowances had to be made for him. It was his opinion, however, that we should "carry" [REDACTED] until he was eligible for retirement in January of next year.

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2. [REDACTED] believes that the morale in the Management Staff generally is rather unsatisfactory. He relates this from sometime last year when he and [REDACTED] (for whom he worked) were relieved of their duties in the DD/P area and assigned to the DD/S area. It was at this time that Mr. [REDACTED] was placed in charge of the DD/P area. As I understand it, [REDACTED] declined to work for [REDACTED] that he did not believe [REDACTED] had the qualifications to take on this particular job. At that time---and due to this misunderstanding---he [REDACTED] was placed on leave for a period of time which he says he did not enjoy; furthermore, he still feels that the Government owes him this much leave. There is no question but that he resented his own and [REDACTED] reassignment.

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3. He thinks that [REDACTED] might have been a good man twenty years ago but that he definitely isn't at the present time. He says he understood that [REDACTED] was given a blank check to bring in the best men he

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could find in the country and that he has definitely failed to do so. He believes that [REDACTED] is afraid of competence and that he has brought in second-rate people who are loyal to him personally rather than getting real talent. He is of the opinion that [REDACTED] is arbitrary and capricious and almost totally lacking in leadership. He says that he throws papers on his desk---which frequently land on the floor---containing instructions to him to undertake projects and that he gets no additional guidance. When he fails to come up with solutions which are entirely acceptable to him---even though he has been operating in a vacuum---[REDACTED] is very sarcastic and inconsiderate in his criticism.

4. He says that [REDACTED] is quite obviously partial to [REDACTED] and alleges that he is inclined to show partiality to women in any case. In this connection, he thinks it is most unusual that [REDACTED] has been on leave for a couple of years pursuing duties of her choice rather than making a contribution to the Agency. He says that [REDACTED] can walk in and out of [REDACTED] office at will, whereas it sometimes takes him as many as two or three days to get in. He also alleges that when [REDACTED] was hired he was permitted to absent himself from the Agency for a period of some six to eight weeks---never showing up at the office at all---in order to pursue his education. He claims that both [REDACTED] used to spend many hours with [REDACTED] getting advice and guidance on their projects which they then presented to [REDACTED] as their own ideas. He believes that everyone looked to [REDACTED] as the leader of the office and not to [REDACTED] will be brought back.

5. With regard to [REDACTED] drinking habits, he says that he thinks [REDACTED] has cocktails at lunch but that as far as he knows this practice has not interfered with his duties. He does understand, however, that he had quite a bit too much to drink at the Christmas party in 1955 but cannot personally attest to this since he was not present. He says that Mr. [REDACTED] gets into the office usually by about 9:00 a.m. in the morning and that in the summer he leaves either on Thursday afternoon or Friday morning for a long weekend almost every week. He does not know whether or not such absences are charged to official leave.

6. On balance, there is no question but that [REDACTED] morale is very low and that it is his sincere opinion that the morale of the Management Staff generally is also low. It is equally clear that he has no respect for [REDACTED] and that he is quite loyal to [REDACTED]. Insofar as he is concerned, I certainly would not evaluate him as "topflight." As I have al-

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ready indicated, I was most disappointed in his ability to report anything of great significance which he has done or is doing. He spent considerable time telling me about the important job he had had as the Chief of General McArthur's Management Staff for the whole Far East. Inasmuch as he was only a grade [REDACTED] this is a little difficult to take at face value.

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[REDACTED]  
L. K. White  
Deputy Director  
(Support)

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